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AUTHOR Girones, Salvador Gil, Ed.
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ABSTRACT

A seminar disseminated and discussed the findings of a study carried out on the problems of small and medium-sized enterprises (SMEs) in accessing training and the support strategies applied in the 12 member states of European Community. Input was solicited from experts regarding the priorities of 11 strategies. Organizers used this information to conduct six roundtables on market orientation, new approaches to training, training of SME organizers and trainers, cooperation for training, self-employment and cooperatives, and employers' associations and sectoral organizations. They also organized two lectures on support initiatives for national and transnational SMEs and SME support measures employed by the autonomous government of Valencia, Spain. A number of general conclusions were drawn in the seminar and led to these recommendations: to encourage a positive social climate in the SMEs that will stimulate continuous training; to base training on a consistent and more business-oriented approach; to give the small entrepreneur enough information to select the most appropriate training; to transcend the traditional concept of training; to promote development of training products adapted to concrete objectives; to strengthen the occupational profile of the SME trainer; to promote cooperation between SMEs; and to stimulate training supply and demand through public support measures. (YLB)

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Editor:
Salvador Gil Gironés

Project Coordinator:
Africa Melis
Tel.: 4930+ 884 12 193

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European Seminar: "New training models and strategies for SMEs in Europe" (Valencia, 4 and 5 October 1993)

On 4 and 5 October 1993 the Autonomous Government of Valencia organized, in collaboration with CEDEFOP, a European seminar to disseminate and discuss the findings of a study carried out in the previous year on the problems of SMEs in accessing training and the support strategies applied in the twelve Member States.

The seminar, attended by 230 experts on training for SMEs including many participants from different European countries, was opened by **Mr. Joan Lerma, President of the Autonomous Government, and closed by Ms. Celeste Juan, Director General of Industry and Energy.**

The study, conducted under the auspices of CEDEFOP, was carried out by two research teams each consisting of 6 Community countries and coordinated respectively by a Spanish institution, the IMPIVA of Valencia, and a German institution, the TVA of Berlin.

The report examined the specific problems faced by SMEs and contained a synthesis of the work undertaken in the Community countries, a systematic enumeration of training support strategies for the growth and development of small and medium-sized enterprises, a selection of examples of highly diverse strategies applicable in different contexts, and a number of conclusions and recommendations.

The publication **"Access difficulties of small and medium-sized entrepreneurs to training"** consists of two parts. The first part identifies the main external and internal obstacles encountered by the small entrepreneur in the world of training; the second

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part presents **strategies and examples of support programmes** which have met with success in the twelve Member States of the Community. The Annexes are of great interest because each one presents a detailed report of an illustrative case of training strategy for SMEs taken from each of the twelve Member States and, in addition to this detailed case, there is a brief reference to one or two further examples from each country.

In the seminar, described at length in the following, there was a lively discussion of the strategies and the examples.

1. ORGANIZATION AND PROCEEDINGS OF THE SEMINAR

The seminar "New training models and strategies for SMEs in Europe" was organized to present the results of the Study "Strategies for the access of SME managers to training. Successful experiences in the Member States of the European Community", sponsored by CEDEFOP and conducted by a team of 14 experts throughout 1992 and 1993.

The Seminar also pursued other aims, e.g.: to help improve the competitivity of SMEs in the European Community as a whole; to disseminate information on innovative SME training schemes; and, to launch a debate on strategies to overcome the difficulties encountered by SMEs in accessing training.

The origins of the Seminar, and of the Study, were based on the fact that all Community, national and regional/local self-governing bodies are becoming more aware of the increasing importance of SMEs. There is a growing awareness of the importance of SME training as a means of raising the qualification level of the human resources and improving their competitivity.

The discussion focused on strategies for access to training with the accent on the presentation of schemes which were successful or innovative taken from the whole of Europe. It was addressed to SME managers and training officers, professionals in the field of training, reference agencies (advisors, consulting agencies, etc.) and officials from public administration.

When preparing the Seminar a brief questionnaire was mailed together with data on the conference which, in addition to giving information on the international meeting, also presented the main conclusions and recommendations in the Study. The participants were requested to mark those aspects which, in their opinion, were the most relevant for the development of training and which were to be dealt with in an international discussion.

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305 experts from the whole of Europe who expressed their interest in participating in the Seminar drew up the following priorities for the 11 strategies: new approaches to training, 61.3%; create a favourable environment, 56.7%; training support, 49.5%; training services, 48.2%; product development, 46.0%; improvement of organization, 44.0%; adapt supply to demand, 43.7%; training of trainers, 43.7%; cooperation between enterprises, 41.4%; coordinate policies, 36.9%; and, information and guidance, 34.7% (Table 1).

Table 1: PRIORITY ASSIGNED TO STRATEGIES BY PARTICIPANTS REGISTERING FOR THE INTERNATIONAL SEMINAR

STRATEGIES	%
1. Create a favourable environment	56.7
2. Adapt supply to demand	43.7
3. Information and guidance	34.7
4. Product development	46.0
5. New approaches to training	61.3
6. Improve organization	44.0
7. Training services	48.2
8. Training of trainers	43.7
9. Cooperation between enterprises	41.4
10. Training support	49.5
11. Coordinate policies	36.9

On the basis of this information and in accordance with the guidelines of the Study, the organizers of the seminar arranged six round tables (market orientation, new approaches to training, training of SME organizers and trainers, cooperation for training, self-employment and cooperatives, and employers' associations and sectoral organizations) and organized two lectures (Support initiatives for national and transnational SMEs and SME support measures employed by the Autonomous Government of Valencia).

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Table 2: ROUND TABLES AND LECTURES AT THE INTERNATIONAL SEMINAR

ROUND TABLES

MARKET ORIENTATION
NEW APPROACHES TO TRAINING
TRAINING OF SME ORGANIZERS AND TRAINERS
COOPERATION FOR TRAINING
SELF-EMPLOYMENT AND COOPERATIVES
EMPLOYERS' AND SECTORAL ASSOCIATIONS

LECTURES

SUPPORT INITIATIVES FOR NATIONAL AND TRANSNATIONAL SMES
SUPPORT MEASURES FOR SMES EMPLOYED BY THE AUTONOMOUS GOVERNMENT OF VALENCIA

The main features of the round tables were: broad participation, presentation of successful consolidating or innovative schemes, short interventions, documentation, and promotion of future contacts between speakers and Seminar participants. In each round table, the course of the debate was coordinated between the Chairman, the speakers and the rapporteurs in order to structure the discussion.

The venue of the Seminar was the Main Centre in the Technology Park of Valencia (E), so that the participants could visit the installations.

2. PARTICIPATION

Overall the international seminar was a success. 180 persons registered, all of them training experts, and 47 speakers were invited to present their experiences. In the preceding months the organizers received more than 300 requests for registration (Table 3).

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Table 3: PARTICIPATION

	TOTAL	SPAIN	REST OF EUROPE
SPEAKERS	47	32	15
PARTICIPANTS	227	186	41
INTERESTED	305	239	66

The speakers were mostly Spanish but there was broad representation from all over Europe. On the Spanish side the invited speakers represented national and regional public administration, universities, chambers of commerce, industry and navigation, consultants for quality and training, European centres for innovative enterprises, university/enterprise foundations, trade unions, technological institutes, private companies, employers' associations and professional organizations. On the European side there were representatives of the European Communities (B,D), consultant agencies (D, UK, NL), universities (UK, IRL, P), technological institutes (DK), schools for managers (F), chambers of commerce (L), public bodies (B) and training and development centres (I).

The participants came from 12 European countries (Belgium, Finland, France, Germany, Greece, Holland, Ireland, Italy, Luxembourg, Portugal, Spain and the United Kingdom) and 1 Latin American country (Colombia) (ANNEX 1).

The case studies presented at the Seminar not only dealt with theoretical issues but also with various aspects relating to improvement and gave concrete examples of support for training. The cases thus covered the following aspects: creation and development of enterprises; development of management; self-education of the SME owner/manager in strategic issues; computer-aided instruction in business management methods; improvement of quality; technology transfer; cooperation between large and small enterprises; sectoral associations; public support measures; networks.

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3. FIRST ROUND TABLE: "MARKET ORIENTATION"

The key issues of this round table were the following: integration of training in the overall concept of the enterprise, customized training, guidance and information mechanisms, segmentation of the market, attention to clients' needs.

The list of speakers and cases was as follows: Chairman: Enrique de Miguel, Professor at the Polytechnic University of Valencia (E). Speakers: Barra O'Cinneide, Professor of Marketing, University of Limerick (IRL); **"Preparing SMEs for 1992".** Jorgen Jorgensen, Senior Consultant, Department of Management, Danish Technological Institute (DK), **"Business Development Programme (BDP)".** Javier Manglano, Director of the Luis Vives Business Training Centre (E), **"The Luis Vives Business Training Centre".** Javier Gabilondo, Programme Director, SPRI - Company for Industrial Promotion and Restructuring (E), **"Self-training project for the development of management in SMEs".** Antoine Queruau, Director of the School for Managers, ESC Lyon (F), **"The School for Managers".** Rapporteur: Carmen Coca, Head of Section, Directorate-General for Training and Vocational Integration, Autonomous Government of Valencia (E).

One aspect which was constantly emphasized in the presentations was the importance - if training activities addressed to SMEs were to be successful - of basing them on an analysis and an effective solution of the problems of the enterprise concerned. Enterprises are more receptive to training measures which are basically directed towards satisfying their needs and obtaining tangible results rather than merely acquiring information. Multimedia materials play an important role as a means of dissemination and marketing. A precise definition of the target groups to which the programmes are addressed has an influence on the success of the programme. Training should be implemented in a real context and should be based on a diagnosis. Flexible training and customized training will ensure that provision is oriented to the training market.

4. SECOND ROUND TABLE: "NEW APPROACHES TO TRAINING"

The key issues dealt with by the contributions were: active, flexible and feasible methodologies, flexible training, holistic approach to the enterprise and training/counselling.

The speakers and cases in this second round table were the following: Chairman: Africa Melis, Study coordinator, CEDEFOP (EC). Speakers: Dagmar Preiss-Allesch, Officer, TVA - Technology Transfer Agency (D), **"Technology-oriented Visit and Information Programme (TOP)".** Paul Sunnen, Head of Section, Chamber of Trades (L), **"Computer-aided Training".** Pedro Roque, Director, Quality Management and Control (E),

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"Integrated training programme for quality management and productivity developed and applied in the Community of Valencia by 'Gestión y Control de la Calidad, S.A.'". José María Veciana, Professor, Autonomous University of Barcelona (E), **"European Ph.D Programme for start-up and management of SMEs".** Rapporteur: Eugenia Bieto, Development Director, European Business Innovation Centre (E).

A priority aspect in the new approaches to training is the need to promote flexible and customized training models adapted to the needs of the entrepreneurs in terms of content, methodology and time schedules. These new approaches should demonstrate the immediate returns to be obtained from training and should be centred on concrete problems. The trainer should have a good working knowledge of the actual situation of the enterprise. Counselling-training, project-training, are part of the tasks of the trainer/advisor and are a new function of training to be incorporated in the specific features of each training activity.

5. THIRD ROUND TABLE: "TRAINING OF SME ORGANIZERS AND TRAINERS"

The papers addressed the following issues: different aspects of the function of the SME trainer (counsellor/trainer, monitor, developer, mentor); recognition of the trainer function (competences, attestation, certification); qualification of training organizers; importance of the organizer function (identify needs, design training provision, select trainers, adapt provision to clients' needs, etc.).

Six persons took part in this round table. Chairman: Luis Miguel Lázaro, Dean, Faculty of Educational Sciences of the University of Valencia (E). Speakers: Yolanda Gibb, Programme Director, International Business Group, Durham University Business School (UK), **"Entrepreneurship Training and SME Development. Training Manual for Trainers".** Anne Murphy, Management Development Consultant, Transform-Individual & Organisation Development (UK) **"Training of developers".** Joan Pérez Cornide, Technical Director, Employment Promotion Funds (E), **"Programme for training of SME trainers".** Carlos Gómez Plaza, Director of CORH Consultores (E), **"The competences required by a trainer of small and medium-sized enterprises. Synthesis".** Rapporteur: Enrique Barreneche, Director of FUNDESEM - Foundation for the Development of Enterprises (E).

The effectiveness of the training offered depends both on the approach underlying the training process and the profile and characteristics of the trainers who impart this training. The trainer required by the small and medium-sized enterprise must have a specific profile: he must have a sound knowledge of the problems faced by an SME based on actual experience acquired in a small enterprise; he must have a global and multi-

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disciplinary view of the enterprise; he must have the appropriate pedagogical skills and a broad range of adequate teaching methods at his command. As training and problem-solving are interlinked, his role in practice is a combination of advisor and trainer. Therefore, advisors should be given the necessary pedagogical training and trainers should also learn the methods and approaches of an advisor.

6. FOURTH ROUND TABLE: "COOPERATION FOR TRAINING"

The key concepts of this round table were: the sub-contracting process between large and small enterprises; cooperation between SMEs; SME owner/manager clubs and associations; and, synergy of activities.

Six persons participated in this round table. Chairman: Jürgen Allesch, Management Director, TVA - Technology Transfer Agency (D). Speakers: André Buyst, Administrative Director, EROV - Economic Council for East Flanders (B), **"Interregio-networking"**. Andrea Cavrini, Head of Business Training of SCIENTER - Centre for research on training and training services (I), **"Quality network"**. Pedro Jiménez Artero, Staff Training Manager of FORD-España (E), **"The FORD-España Training Centre"**. Gustavo Gardey Cardona, Employment Secretary of the General Workers Union (UGT), **"Training for economic development"**. Rapporteur: J. Manuel Boronat, Deputy Director, ADIMA - Technical Institute for Furniture (E).

The papers presented in this round table showed that it is possible for enterprises to cooperate in the field of training with respect to various aspects such as quality, exchange and adaptation to new technologies. The two factors which have a negative influence on the development of cooperation between SMEs are lack of knowledge of the advantages of cooperation networks and the individuality which characterizes a large number of these enterprises. Public bodies play a key role in promoting measures which will lead to an overall training strategy emphasizing cooperation processes.

7. FIFTH ROUND TABLE: "SELF-EMPLOYMENT AND COOPERATIVES"

This discussion focused on the following ideas: necessity of adapting the training product to the diversity of the market; attention to the nature of the economic product or activity (crafts, professionals, artists, health, etc.); attention to the social nature of the enterprise (cooperatives, limited companies); micro size of the enterprise.

Five persons participated in this round table: Chairman: Vicente Caballer, Professor at the Polytechnic University of Valencia (E). Speakers: Anton Duijnhouwer, Project Manager, Economic Institute for Small and Medium-Sized Enterprises (NL), **"Training for Specific**

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Groups of Starters and Entrepreneurs". Sofía Chronopoulou, Head of SME Training Department, EOMMEX - Hellenic Organization for Small and Medium-Sized Enterprises and Handicraft (GR), **"Women's handicraft cooperatives".** Antonio Palacian, Manager, Valencian Federation of Cooperative Enterprises and Related Work (E), **"Self-employment and social economy".** Manuel Cardós, CC.OO. Technician, CTA Consultors (E), **"Training for self-employment. Experiences".** Rapporteur: Antonio Llopis, Director of Human Resources in the EROSKI Group (E).

Members of cooperative societies should change their inclination to see themselves as persons working on their own account and detached from the responsibilities of an entrepreneur. Entrepreneurship training in management and leadership will contribute to this change of mentality. For newly created cooperative societies one of the basic objectives is the development of entrepreneurial attitudes and aptitudes among the members and the training of managers. In this round table too, it became evident that specific programmes adapted to concrete problems and specific persons have to be developed.

8. SIXTH ROUND TABLE: "EMPLOYERS' ASSOCIATIONS AND SECTORAL ORGANIZATIONS"

The ideas examined in this discussion were the importance of a stable association between enterprises (sectoral nature, business nature, professional nature) and the necessity of integrating technical and management skills in the training of SME owners/managers.

In the sixth round table persons associated with employers' associations and sectoral organizations presented their papers. Chairman: Luis Espinosa, Secretary-General of CIERVAL - Interprovincial Employers' Confederation of the Community of Valencia (E). Speakers: Francisco Fideli, Technical Secretary of FEVAUTO - Valencian Automobile Federation (E), **"Technological change in the automobile repair sector".** Francisco Arasanz, Director of Human Resources, AIN - Employers' Association of Navarra (E), **"AIN's experience in the development of human resources".** Pedro Coca, Member of the Employers' Group, Valencian Institute of Transport Studies Foundation (E), **"Valencian Institute of Transport Studies Foundation".** Lidia Cervera, Officer, Bakery and Confectionery Training School of Valencia, Bakers' Association (E), **"The development of training in the Bakery and Confectionery Association of Valencia".** Andy Watts, Chief Executive, Institute of Plumbing (UK), **"The Institute of Plumbing".** Rapporteur: Maria Dolores Moreno, University of Valencia (E).

The representatives of the employers' associations and sectoral organizations agreed on the difficulties faced by small and medium-sized enterprises in identifying their needs.

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There is no collecting mechanism for internal needs because of their structural weakness. Thus, it becomes evident that the owner or manager of an SME is not aware of the need for training. One of the priorities in this field is to initiate awareness campaigns so that the training aspect becomes an integral part of the company environment. Finally, several speakers stressed the excessive red-tape in public administration which, on many occasions, is a disincentive for the action to be taken by employers' associations. For this reason, flexibility should be one of the underlying principles of intervention.

9. LECTURE "SUPPORT INITIATIVES FOR NATIONAL AND TRANSNATIONAL SMES"

The speakers who participated in this session were: Enrique Buatas, Officer responsible for the programme for the preparation of SMEs for the Internal Market, DG XXIII (EC); Antonio Cano, General Deputy Director of Technological Services and Technology Transfer, CDTI (E); and Juan R. García Moreno, Technical Director, Foundation for Continuing Training (E).

The main difficulties faced by SMEs are related to administration, financing and the capacity for strategic management. Public support measures for SMEs require two adequate financing and management instruments which will permit an efficient use of company resources. The goal of public administration is to arouse the interest of the SMEs and to back stable programmes which contain the features considered to be the key elements for the development and survival of the enterprises.

10. LECTURE: "SME SUPPORT MEASURES EMPLOYED BY THE AUTONOMOUS GOVERNMENT OF VALENCIA" (E)

The following persons participated in the discussion of this subject: Antonio Rico Gil, Director, IMP!VA, Board of Industry, Commerce and Tourism of the Autonomous Government of Valencia (E) and Francisco de Paula Pons i Alfonso, Director General of Training and Vocational Insertion, Board of Labour and Social Affairs of the Autonomous Government of Valencia (E).

The initiatives taken by the Autonomous Government of Valencia (E) in the field of continuous training and business training are based on the conviction that training is a tool which can serve the enterprise and must thus be linked to its problems and strategies. The principles underlying public action in the Community of Valencia are adaptation and adjustment to the actual situation prevailing in the Valencian industries and the co-responsibility of the enterprises and their employers' associations and sectoral and regional/local organizations. By promoting the qualification of the human resources in the

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small and medium-sized enterprises, and especially the owners/managers, it is possible to improve the competitivity of the SMEs in a strongly competitive economic environment.

11. GENERAL CONCLUSIONS

The conclusions drawn in the Seminar from the papers, presentations and discussions confirm those obtained in the Study and are briefly listed in the following:

- The system of access to the profession of entrepreneur is a factor which conditions the attitude to training.
- Convincing owners/managers of small and medium-sized enterprises of the profitability and usefulness of training is a challenge faced by training organizers and providers.
- The small entrepreneur prefers training of a practical nature and retreats from training measures which are excessively academic.
- The size and the heterogeneity of SMEs is a major disadvantage, particularly in the field of human resources and training. SMEs not only lack adequate internal organization for the promotion of their human resources, but the costs of external services are also a barrier.
- It is difficult to implement support policies for SMEs because of their heterogeneity and territorial dispersion.
- The new trends towards collaboration between large and small enterprises foster the development and the competitivity of the latter.
- Any form of stable cooperation between SMEs should help to overcome the competitive disadvantages originating from their size.
- It is necessary to promote and intensify the holistic approach to training for SMEs.
- Small entrepreneurs and the workers in SMEs face similar barriers in access to training.
- Any recommendation or strategy should be based on a perception of the diversity of training institutions and infrastructures.
- Flexible training, in its different forms, helps to overcome some of the barriers facing SMEs in their access to training; it has, however, not yet achieved the expected extension or success.
- Customized training is the instrument most apt to meet the needs of the small enterprise.
- The SME trainer must be a person situated in the local environment of the enterprise, a trusted person who has sound knowledge of the reality of the enterprise, who has a holistic view and at the same time a command of pedagogical skills.
- A trainer training specifically oriented to SMEs is one of the basic requirements which will enable SMEs to have routine access to training processes.

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- A professional approach has to be taken to bring measures closer to the SMEs and small entrepreneurs.
- Training organizers are the most important links in the chain of training provision for SMEs with the exception of the trainers.
- Academic and research institutions (business and innovation centres, universities, schools of commerce, technological institutes) can and should make a contribution to easier SME access to training.
- Professional associations, employers' organizations and trade unions, and the chambers of commerce and industry and employers' clubs are carrying out important work in the field of training for enterprises.
- Consultants and consulting companies for management and so-called "Reference or consultancy agencies" play a very active role in support and advice to SMEs.
- The results of SME support policies vary greatly from one country to another and from one region to another.
- Institutes and agencies for the development of SMEs are also a support instrument for training.
- Despite the fact that European Community programmes and schemes are implemented at all regional and local levels, they do not reach all areas with a preponderance of SMEs.

12. RECOMMENDATIONS

The resulting recommendations, both from the Study and the Seminar, are the following:

- Encourage a positive social climate in the small enterprise which will stimulate the continuous training of the entrepreneur and the workers.
- Base training on a consistent and more business-oriented approach so that real needs are translated into effective demand and individual needs are taken into consideration.
- Give the small entrepreneur enough information and useful advice so that he can select the most appropriate and effective training for his needs.
- Promote the development of training products adapted to concrete objectives and target groups which can overcome the main barriers in traditional training.
- Transcend the traditional concept of training and encourage the development of new approaches.
- Contribute to improving the organization and distribution of training products with the aim of facilitating their adaptation to the enterprise.
- Strengthen the services, including training, which contribute to the development of the SMEs.
- Strengthen the occupational profile of the SME trainer.

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- Promote the mechanisms and networks of cooperation between SMEs, particularly in the field of training, as this will help to overcome the competitive disadvantages originating from their size.
- Stimulate training supply and demand through public support measures.
- Optimize the effects of the different support measures for SMEs and training by utilizing resources and seeking to achieve complementarity and synergy.

It is evident that the implementation of the strategies is conditioned by the development level of the zone in question.

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13. BENEFIT FOR EUROPE

The presentation of a Europe-wide study in a particular region, in this case the region of Valencia, arouses great interest because the opportunities of participating in international meetings are often scarce for many citizens who are interested in comparing their professional practice with that of professionals from other European countries.

For this reason, profound gratitude is due to the Community of Valencia for taking this initiative to organize this large-scale Seminar which gave the participants - all of them professionals in the field of training for the enterprise - this not-so-frequent opportunity of common reflection, of acquiring information on programmes in other countries, and of self-assessment and revision of their own practices in the light of strategies applied in the other countries of Europe.

The international experience presented at the Seminar was followed with lively interest not only because the selection of the "cases" was illustrative and motivating, but also because the organizers took care to offer information which could contribute to an analysis of real situations in Europe in connection with the concrete problems faced by many participants. This could be seen in the attempts to enrich reflection at national and, in more concrete terms, at regional level by inviting European experts.

Indeed, throughout the Seminar, there was a lively debate on the training methods applied by SMEs in Europe. But great importance was also attached to the recent legislative measures in Spain relating to continuing vocational training for adults, both employed and unemployed, because these measures, which are extremely innovative in this country, assign a leading role to the enterprise which it has not had up to now. The debate highlighted the importance ascribed by the participants to this subject and the great expectations aroused by the recent action taken in the field of vocational training.

The proceedings of the Conference showed the large number of initiatives being currently conducted in Spain to promote the development of the SME through training, and also underlined the value of a meeting such as the one organized by the Autonomous Government of Valencia.

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APPENDICES

1. PARTICIPATING BODIES

TABLE 1

ESPAÑA
A D B Cooperativa
Academia Beta
Active Market Consultores, S L
ADEIT - Fundacion Universidad-Empresa de Valencia
AIDICO-Instituto Tecnologico de la Construccion
AIDIMA-Instituto Tecnologico de la Madera
AIDO-Instituto Tecnologico de Optica
AIJU-Instituto Tecnologico del Juguete
AIMME Instituto Tecnologico Metal Mecanica
AIMPLAS-Instituto Tecnologico del Plastico
AIN Asociacion de Industriales Navarros
AINIA-Instituto Tecnologico Agroalimentario
AITEX Instituto Tecnologico Textil
ALICER
ANCED Asociacion Nacional de Centros de Enseñanza a Distancia
Autoridad Portuaria de Valencia
Base Recursos Directivos, S L
Beta Consulting S L
Buñol Industrial, S A
C F I P Ontinyent
Camara Oficial de Comercio, Industria y Navegacion de Alicante
Camara Oficial de Comercio, Industria y Navegacion de Castellon
CC OO Comisiones Obreras
CDTI
CEEI Alcoy
CEEI Elche
CEEI Valencia
Centro de Estudios Gençana
Centro de Formacion Empresarial Lluis Vives Camara de Comercio de Valencia
CES Consejo Economico Social
CIDEC-Centro de Investigacion, Empleo, Formacion, Cualificacion
CIERVAL-Confederacion Interprovincial de Empresarios de la Comunidad Valenciana
Club de Alta Direccion Empresarial
Club de Economia y Direccion
Confederacion de Empresarios de Castellon
Confederacion Empresarial de la Provincia de Alicante
Conselleria de Educacion Generalitat Valenciana
Conselleria de Industria, Comercio y Turismo Generalitat Valenciana
Conselleria de Treball i Afers Socials Generalitat Valenciana
CONSULMARK
CORH Consultores
Corporacion G&Cs
Consultors Cooperatives Valencianes
Esade Barcelona
Escan, S A
Escola La Florida S C V
Escuela de Organizacion Industrial
Escuela de Sistemas Informaticos
Escuela Superior de Estudios Empresariales de Valencia
Estudiants Socialistes del Pais Valencia
FADASTEC Comunitat Valencia, S L
FEMPA Federacion de Empresarios del Metal
Federacion Empresarial Metalurgica Valenciana
Federacion Valenciana de Empresarios de la Construccion
Federacion Valenciana de Empresas Cooperativas y Trabajo Asociado
Ficoop - Formacio i Cooperacio, Coop. V.
Fondo Promocion de Empleo - Fondo Formación
Ford España S A.
Formacion, Investigacion y Desarrollo Comunitario Valenciano
CECO-Fundacion Centro de Estudios Comerciales
Fundacion de Estudios Bursátiles y Financieros
Fundacion Formacion y Empleo, P.V.
Fundacion Instituto Valenciano de Estudios del Transporte de Valencia
Fundacion para la Formación Continua
Fundacion Universidad-Empresa de Alicante
Fundesem
FYCSA Grupo Alcatel
Germaine de Capuccini S A
Gestion y Control de Calidad S A
Giona y Carmen Puchades C B
Gremio de Panaderos
Grupo Audit S A
Grupo EROSKI
IMPIVA Instituto de la Mediana y Pequeña Industria de Valencia
Incanop
Industrias Quirurgicas de Levante S A
INESCOP Instituo Tecnologico del Calzado
Iniciativas
Institut de Formacio Professional de Denia
Instituto de Economia Publica Creacion & Co
Instituto de Formacion Profesional de Manises
Instituto de Promocion Ceramica
ICEX-Instituto Español de Comercio Exterior
IGAPE-Instituto Gallego de Promocion Economica
Instituto Nacional de Empleo
Instituto para la Formacion de la Comunidad Autonoma de Madrid
Instituto Politecnico F P Vicente Blasco Ibañez
Intermol S C.
KERABEN, S A.
LEINSA - Lenguajes y Servicios Informaticos, S A.
Manufacturas Fonos S L.
Ministerio de Economia y Hacienda, D G. de Politica Economica
Nicolau del Rey y Asociados, S L.
Proforma, S L. - Promotores de Formacion
Provalencia S A.
Quatemaire
Querol, S A.
Second Language Acquisition
SEPIVA-Seguridad y Promoción Industrial Valenciana, S A.
Serni-Grup (Povisad Coop. V.)
Sociedad Estatal Esbba y Desessba, Puerto de Valencia
Sonoequip, S.A.
SPRI-Sociedad para la Promocion y Reconversion Industrial
Tecnicas de Formacion Empresarial
Tecno Impuls S A.
TEKEL, S A.

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Union General de Trabajadores - P.V
Universidad Autónoma de Barcelona
Universidad de Valladolid
Universidad Politécnica de Valencia
Universitat de València

GERMANY
TVA Technologie Vermittungs Agentur

BELGIUM
Economic Council of East Flanders
EROV Economische Raad voor Oost Vlaanderen

COLUMBIA
CODETT
Fisitec

EUROPEAN COMMUNITIES
CEDEFOP Centro Europeo para el Desarrollo de la Formacion Profesional
DG XXIII Comisión de las Comunidades Europeas

DENMARK
Danish Technological Institute

FINLAND
University of Oulu Continuing Education Centre
Northern Lights UETP

FRANCE
ADERA
Sfogik
Socran

GREECE
EOMMEX Hellenic Organisation for Small and Medium Size Enterprises & Handicrafts

THE NETHERLANDS
EIM Small Business Research and Consultancy

IRELAND
University of Limerick

ITALY
CIR
DUCATI
FORMAPER
IAL Emilia Romagna
ISMO
SCIENTER Centro di ricerche e servizi avanzati per la formazione

LUXEMBOURG
Chambre de Metiers de Luxembourg

PORTUGAL
Fornorte
ITE Instituto Tecnológico p.a Europa Comunitaria
UNESUL

UNITED KINGDOM
Durham University Business School
Institute of the Motor Industry
Motor Industry Local Authority Network
NISBI - The Samll Business Institute Newtownabbey
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